

CENTRAL INTELLIGENCE AGENCY  
Washington, D. C.

1 August 1952

SUBJECT: Personnel Evaluation

REFERENCE: CIA Regulation [REDACTED] (Revised), effective 1 August 1952

1. Purpose

This Notice provides guidance and outlines detailed responsibilities for personnel evaluation.

2. Definition of Personnel Evaluation

a. Personnel evaluation as used in the Central Intelligence Agency is the supervisor's considered and judicious appraisal of the performance and capabilities of each individual for whom he is immediately responsible. This evaluation is in terms of the requirements of the individual's current position and his potential for long-term service with the Agency. It is not a performance or an efficiency rating in the sense that individuals are compared on the basis of a predetermined adjectival or numerical scale.

b. The significance of a personnel evaluation lies in the constructive action which will be taken to develop and use each individual's abilities and potentialities most effectively.

3. Need for Evaluation

a. Continuing Day-by-Day Evaluation

A supervisor must be continually aware of the abilities and performance of each person in his organization if he is actively to aid him to develop his skills and abilities. The insight gained from continuing appraisals will enable the supervisor to stimulate the productivity and job confidence of his people and to develop teamwork and pride in the organization.

b. Recording Evaluations

In addition to day-by-day guidance, it is necessary that periodic written reports be prepared as an essential element in each individual's career plan. The preparation of these reports will serve periodically to focus the supervisor's attention on the actual and potential contributions of each individual. Through this process the supervisor acquires a systematic inventory of the human resources within his unit.

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4. Specific Uses of Personnel Evaluation

The uses of personnel evaluation include the following:

- a. Identifying each person's aptitudes, knowledges, skills and interests;
- b. Promoting discussions between supervisors and those supervised concerning work performance and career development;
- c. Increasing individual efficiency by spotting and correcting specific problems and deficiencies and helping in the development of desirable traits;
- d. Serving as a basis for individual plans for career development;
- e. Identifying outstanding service;
- f. Identifying individuals who fail to perform as effective members of the organization; and
- g. Identifying the need for training, reassignment, rotation, promotion, demotion, separation and other formal personnel actions.

5. Responsibilities for Personnel Evaluation

a. Responsibilities of Individuals

Each individual must understand the responsibilities and requirements of his position. This is an inherent condition of employment and imposes a responsibility upon the individual to discuss with his immediate supervisor any problem or uncertainty which obscures his comprehension of his work. This does not minimize the responsibility of the supervisor for ensuring that those whom he supervises are provided with full information as to their jobs. A clear understanding between the supervisor and the individual is the result of a reciprocal relationship, and effective performance by and development of the individual proceed from the two-way communication between them.

b. Responsibilities of Supervisors

(1) Immediate Supervisor

The immediate supervisor who assigns and reviews the work of others bears primary responsibility for evaluating, guiding and developing the potentialities and capabilities of those whom he supervises. In order to record his evaluations and recommendations, he will prepare Personnel Evaluation Reports as required.

(2) Reviewing Official

The supervisor next in line of authority above the immediate supervisor is responsible for reviewing Personnel Evaluation Reports. He will determine whether they conform to pertinent Agency policy and regulations and will assist in the effective use of the recorded information. He has the additional responsibility of ensuring that supervisors under his authority are effective in directing, leading, evaluating and developing their personnel.

c. Responsibilities of Office Career Service Boards

It is the responsibility of each Office Career Service Board to review plans contained in the Personnel Evaluation Report for the training, assignment, advancement, rotation or promotion of each individual falling within its jurisdiction and to recommend to the Assistant Director or Office head the action that should be taken.

6. Types of Reports

a. Initial Reports

The supervisor will prepare a Personnel Evaluation Report for each individual at the end of his first nine months of service with the Agency, exclusive of time that may have been spent in provisional status pending full security clearance. Such a report will be made regardless of the length of time that the individual has been under his immediate supervision.

b. Annual Reports

The supervisor will prepare a Personnel Evaluation Report annually for each individual on the anniversary of his entrance on duty unless a report has been made within the three months prior to the anniversary date. When necessary the due date of an annual report will be deferred until the individual has been under the supervisor's jurisdiction for 90 days.

c. Special Reports

The supervisor will prepare a Personnel Evaluation Report when an individual leaves the Agency. This report will include the supervisor's recommendation concerning his suitability for re-employment. Such special reports shall be attached to the Personnel Action Request form when it is forwarded to the Personnel Office. Special reports also may be made whenever they are administratively required.

d. Reassignment Reports

A Personnel Evaluation Report will be prepared for an individual whenever his supervisor is to be permanently changed. Supervisors who are to be reassigned will prepare reports for all persons

under their immediate jurisdiction. Supervisors will prepare reports for individuals who are to be reassigned from their units. In case the immediate supervisor is not available, such reassignment reports will be prepared by the person next in line who has direct knowledge of the individual's work. The Assistant Director (Personnel) or his designated representative may grant temporary exemption from this requirement to specific organizational components of the Agency.

7. Preparation of Reports (See Flow Chart attached)

a. Prior to the date an initial or annual Personnel Evaluation Report is due, the Personnel Office will notify the Office concerned through the official designated by the Office to serve as its Evaluations Officer, with responsibility for administrative activities connected with the personnel evaluation program. The Evaluations Officer will initiate action on Form 37-151 by entering the identifying data in Items 1 through 6 on the form and forwarding it in duplicate to the appropriate supervisor. Special reports may be initiated either by the Personnel Office or by the Office concerned. Reassignment reports will be initiated by the Office concerned.

b. The supervisor will furnish the form in duplicate to the individual concerned who will complete Items 7 through 10. At the time the supervisor transmits the form to the individual, he will offer his assistance and cooperation.

c. The supervisor will complete Items 11 through 16 and will exercise considered judgment in appraising the adequacy of the work performed, the qualifications of the individual for his position and his potentialities for greater service to the Agency. Upon completion of the evaluation, he will forward the form to the appropriate reviewing official.

d. Item 17 of the form provides a means for formalizing warnings to individuals concerning ineffective performance. If it is the supervisor's considered opinion that the individual's work contribution has been sufficiently ineffective to require adverse action, he will attach to each of the copies of the Personnel Evaluation Report a copy of a warning memorandum. If the supervisor has not already given the individual such a memorandum, he will prepare one at the time the Report is made. Warning memoranda will be coordinated with the Personnel Office before they are given to the individual. When attached to Personnel Evaluation Reports, they will serve to alert the Personnel Office and appropriate Career Service Boards to situations requiring special attention.

e. The reviewing official will discuss the report with the supervisor in order to analyze the results of the evaluation and to determine whether additional action should be recommended to improve or better utilize the individual's skills. The reviewing official

also should discuss with the immediate supervisor any recommendations which would assist the supervisor in carrying out his responsibilities in the personnel evaluation process and in taking appropriate action based on the evaluation. Upon the conclusion of his review and after discussion with the supervisor, the reviewing official will sign the form in duplicate and will forward both copies to the supervisor.

## 8. The Interview

a. Within one week after a Personnel Evaluation Report has been reviewed by the reviewing official, or as soon thereafter as practicable the supervisor will interview the individual concerned to apprise him of the evaluation and to use the Report as a basis for constructive discussion and planning.

b. The interview will have an important influence on the relationship between the supervisor and the individual. Therefore, the supervisor should adapt his approach specifically to each individual and plan the content and sequence of the discussion according to the personal relationship existing between them.

c. During the interview, the supervisor will discuss each item of the Report. He should encourage the individual to discuss his understanding of his duties and responsibilities in order to resolve any misunderstanding of what is expected of him. He should express recognition of the individual's strengths and work achievements. Discussion of specific shortcomings should be coupled with constructive suggestions of means by which the individual can improve himself with assistance through supervision, rotation and training. In this connection, he should encourage the individual to analyze any work, personal or other situational factors which may have affected his performance. Before closing the interview, the supervisor should summarize the results of the discussion emphasizing the course of mutual action which has been developed to advance the individual's effectiveness with the Agency.

## 9. Routing of Reports

a. Upon completion of the discussion with the individual, the supervisor will sign both copies of the Report and submit them to the Evaluations Officer. He will retain the duplicate copy and forward the original to the Personnel Division, overt or covert, within thirty days of the due date (the last date covered by the evaluation period) except that trial period Reports will be submitted within fifteen days of the due date. The duplicate copy, which is retained by the Evaluations Officer, will be made available to the Office Career Service Board.

b. The Personnel Office will review the Personnel Evaluation Report and will consult the Office concerned with respect to any action which appears to be necessary or desirable. The original copy of the Personnel Evaluation Report will be filed in the individual's official personnel folder.

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c. If an individual's performance is described as unsatisfactory by the attachment of a warning memorandum to his annual Personnel Evaluation Report, the fact will be posted to his service record card by the Transactions and Records Branch of the appropriate Personnel Division. This will make the individual ineligible for a periodic pay increase until his next annual report is made. Advisory Appeal Boards appointed and convened in accordance with CIA Regulation [REDACTED] will, at the individual's request, re-examine official warning memoranda and recommend action to the appropriate officials.

10. Personnel Evaluation Reports for Field Personnel

Personnel Evaluation Reports for individuals who are serving in the field will be prepared and submitted in conformance with the principles of this Notice. Procedures adapted [REDACTED] will be established through appropriate [REDACTED] 25X1A

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

/s/  
L. K. WHITE  
Acting Deputy Director  
(Administration)

DISTRIBUTION NO. 4

Attachments: Flow Chart  
Personnel Evaluation Report